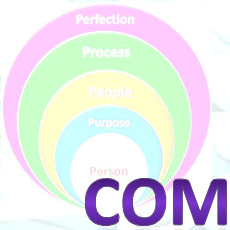


COMPETENCY MODELING

For Corporate Success

The Roots….

- In Search of Success Secret
- Studying Sugar Molecule OR Successful People
- Visual Rag-picking Vs Mastery of Seeing beyond
- Vision Execution Vs Energy Dissipation
- Capability and Copability

Significant Precursors of Competency Modeling

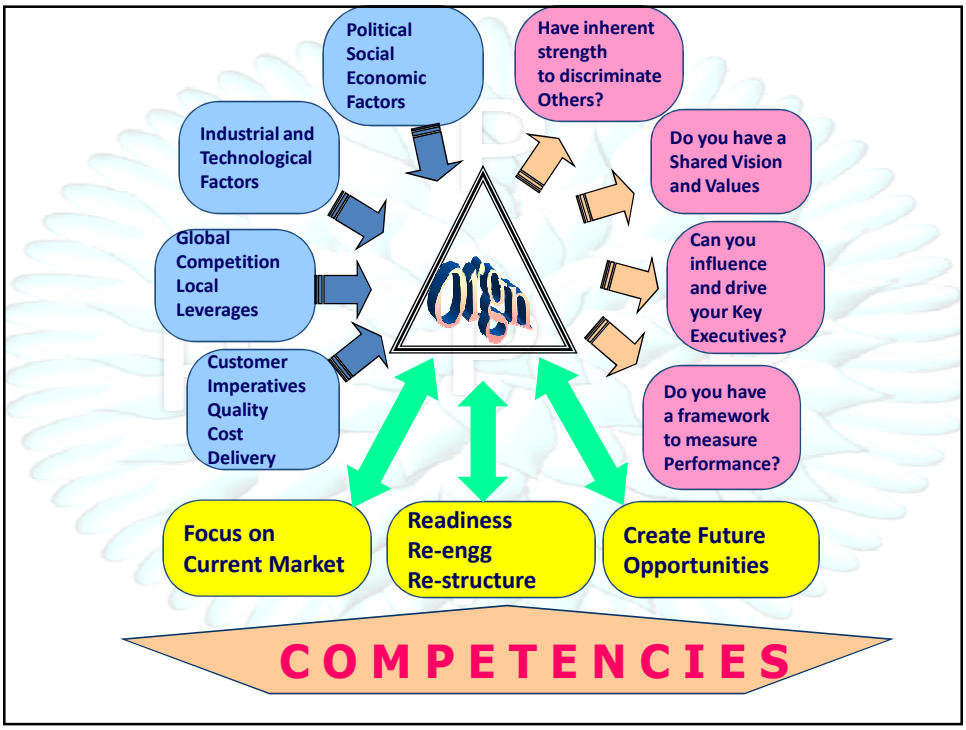
Human Supremacy and Intellectuality : Scriptures

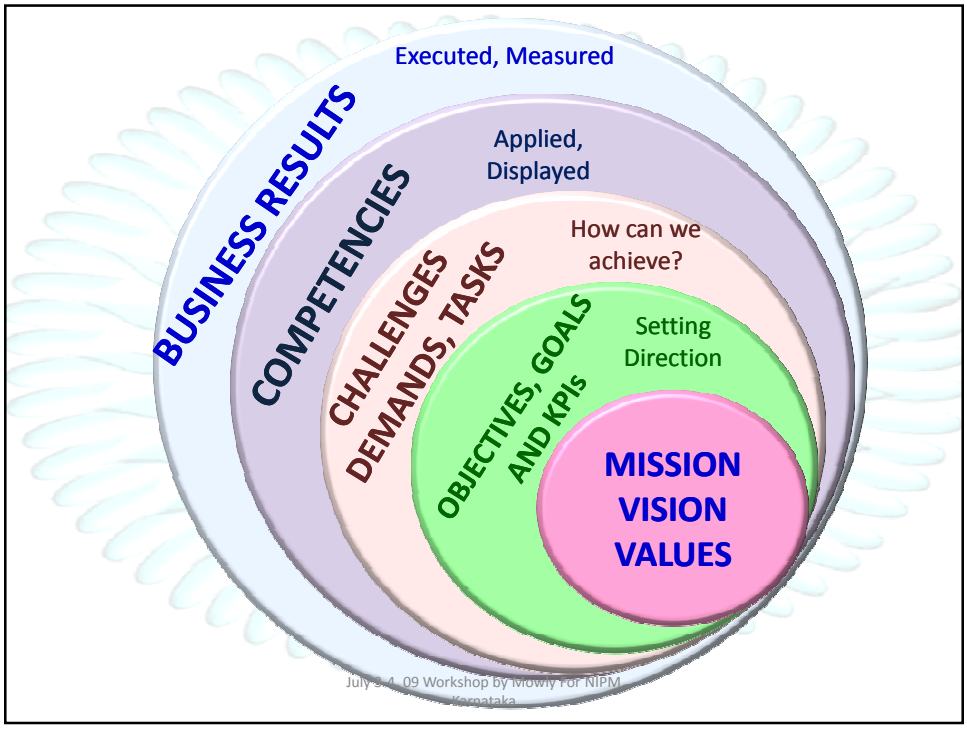
Leadership Role Models / Leadership Qualities - EPICS

1954 : John Flanagan : "Critical incident Method & BEI"

1973 : McClelland "Criterion Sample – Characteristics and behaviours of superior performers.

1982: Richard Boyatzis "Documentation of Behavioural Indicators in BEI"




Executed, Measured
BUSINESS RESULTS
Applied,
Displayed
COMPETENCIES
How can we
achieve?
CHALLENGES
DEMANDS, TASKS
Setting
Direction
OBJECTIVES, GOALS
AND KPIs
MISSION
VISION
VALUES
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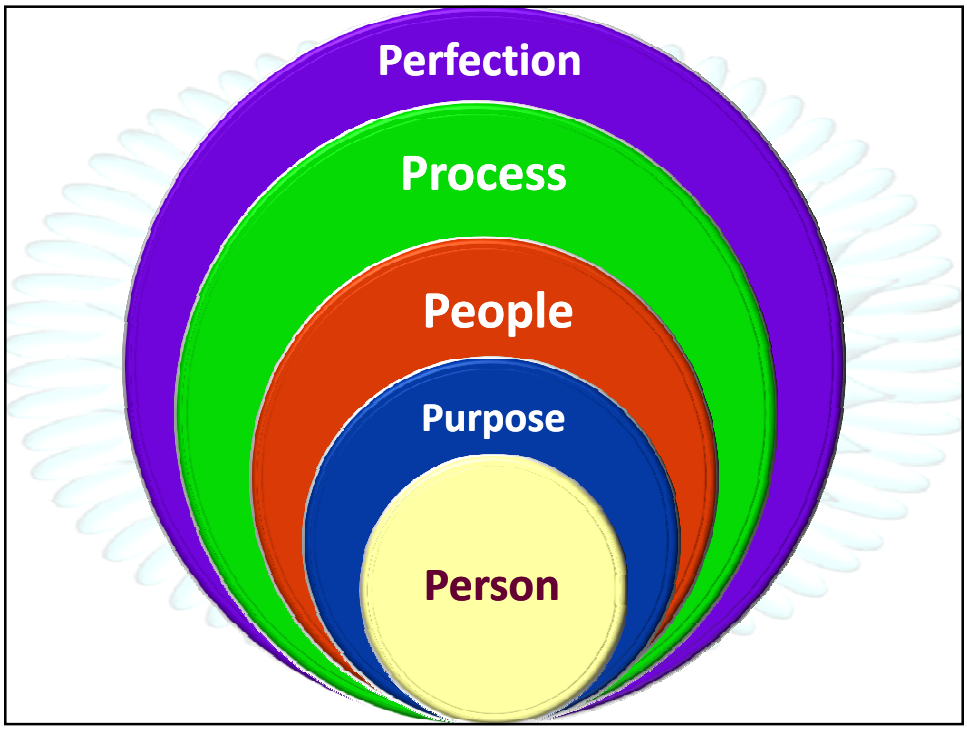
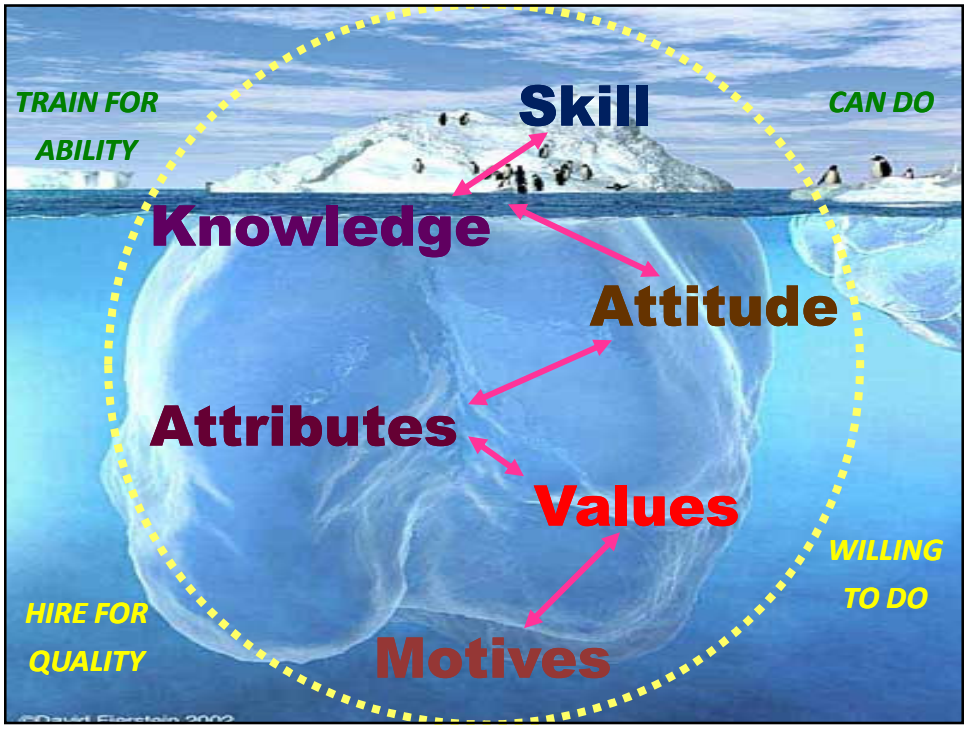
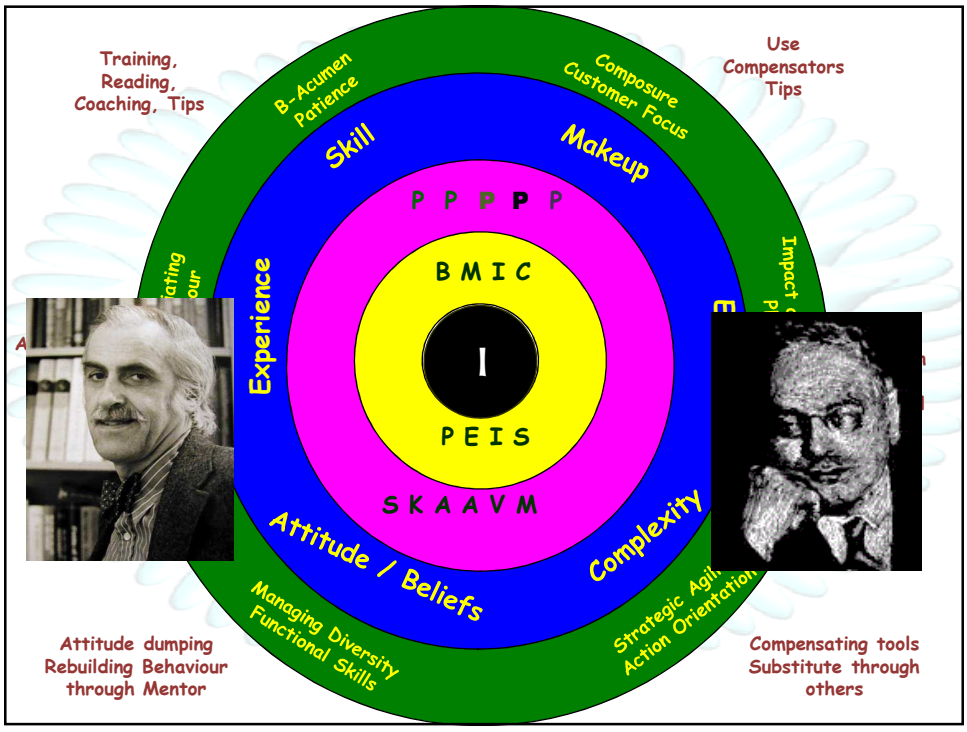
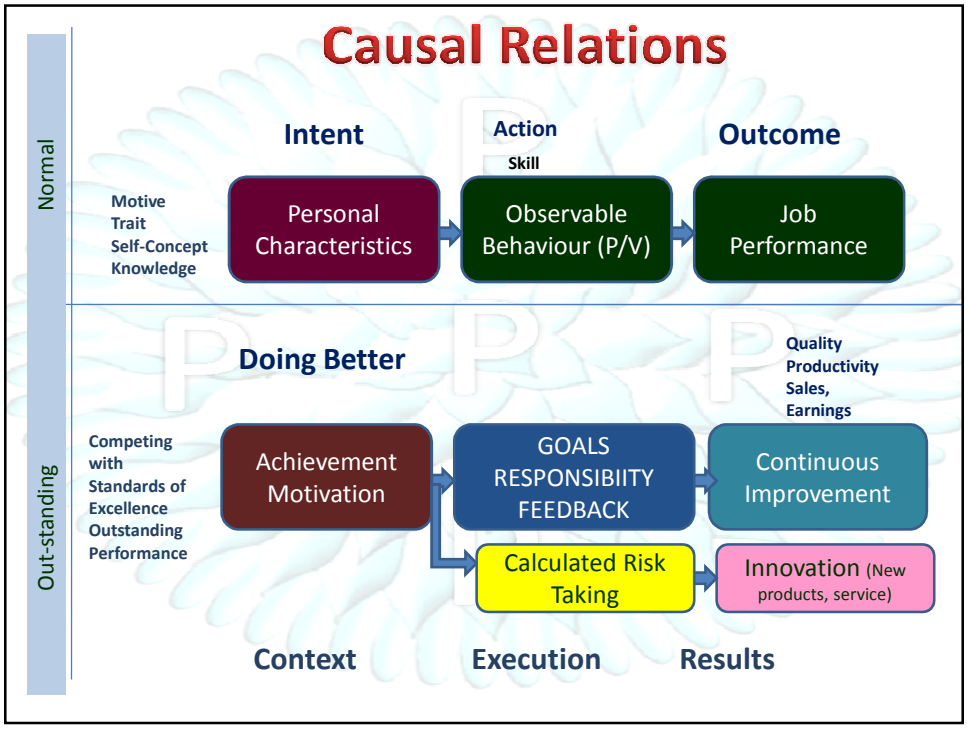
Karnataka


Perfection
Process
People
Purpose
Person


TRAIN FOR
ABILITY
Skill
CAN DO
Knowledge
Attitude
Attributes
Values
WILLING
TO DO
HIRE FOR
QUALITY
Motives

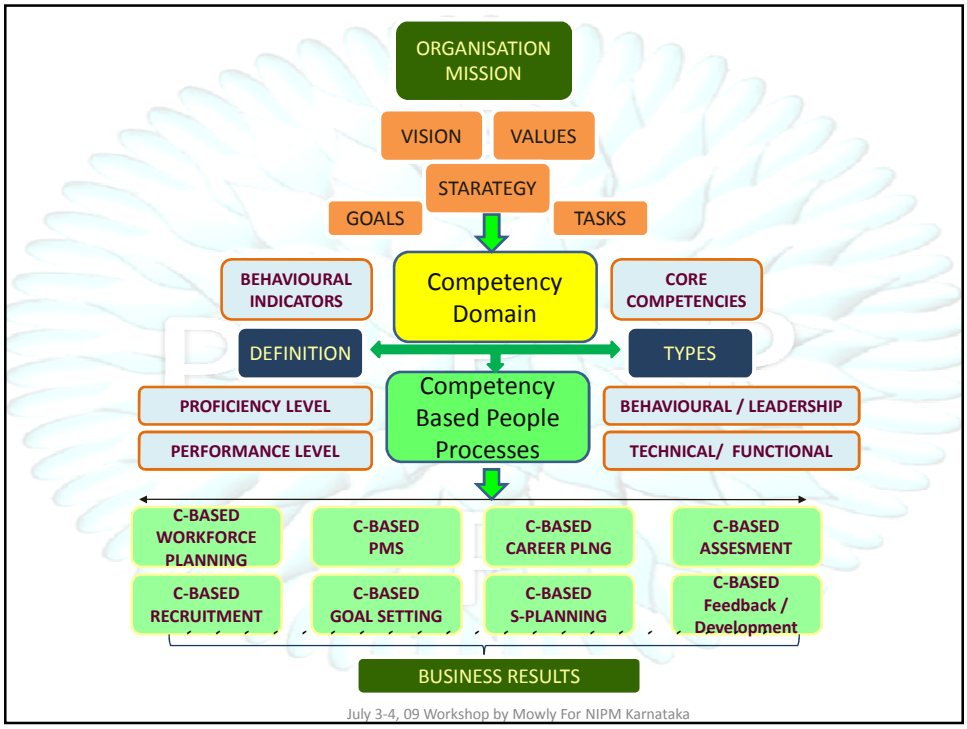

Training,
Reading,
Coaching, Tips
Use
Compensators
Tips
B-Acumen
Patience
Composure
Customer Focus
Skill
Makeup
Experience
P P P P P
B M I C
I
P E I S
S K A A V M
Attitude / Beliefs
Complexity
Managing Diversity
Functional Skills
Attitude dumping
Rebuilding Behaviour
through Mentor
Compensating tools
Substitute through
others



2 Pointers of Any Definition

The competencies are observable or measurable skills, knowledge, and abilities.

The KSAs (knowledge, skills, attitude) must distinguish between superior and other performers.


ORGANISATION MISSION
VISION
VALUES
STARATEGY
GOALS
TASKS
BEHAVIOURAL INDICATORS
Competency Domain
CORE COMPETENCIES
DEFINITION
TYPES
PROFICIENCY LEVEL
Competency Based People Processes
BEHAVIOURAL / LEADERSHIP
PERFORMANCE LEVEL
TECHNICAL/ FUNCTIONAL
C-BASED WORKFORCE PLANNING
C-BASED PMS
C-BASED CAREER PLNG
C-BASED ASSESMENT
C-BASED RECRUITMENT
C-BASED GOAL SETTING
C-BASED S-PLANNING
C-BASED Feedback / Development
BUSINESS RESULTS
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Model
Construction

Competency Models

What is Competency Model ?

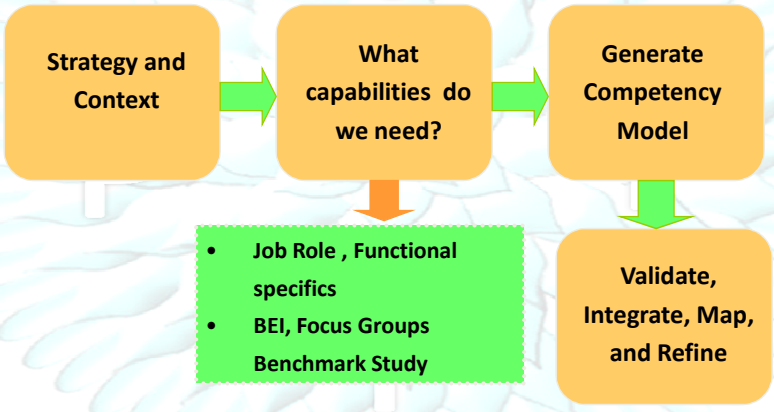
Model Construction : Approaches

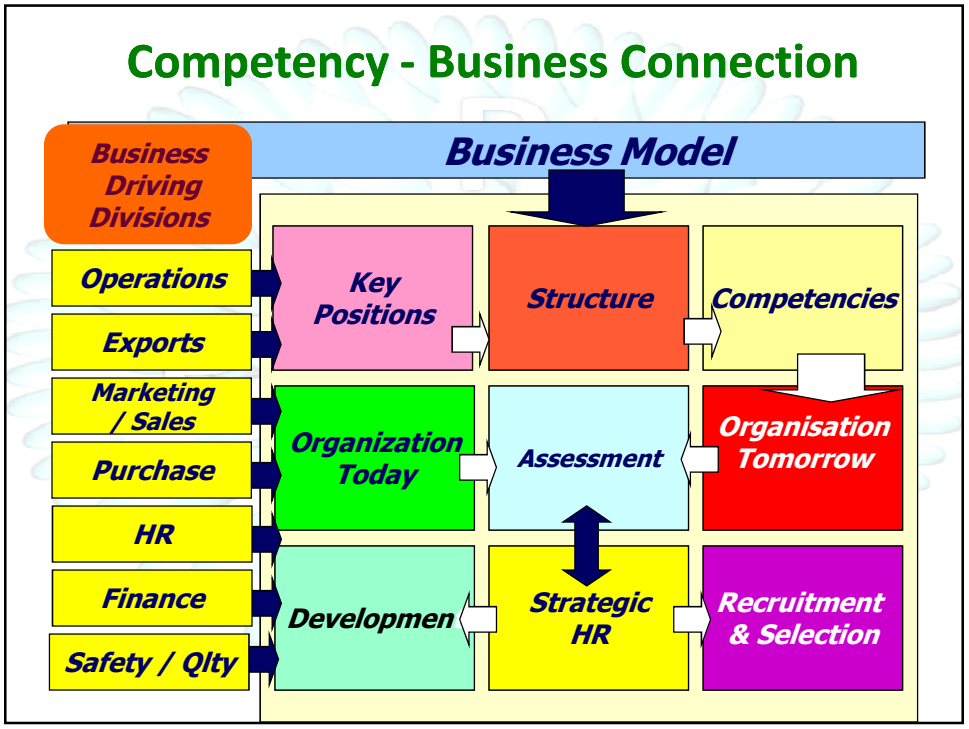
Problems Encountered

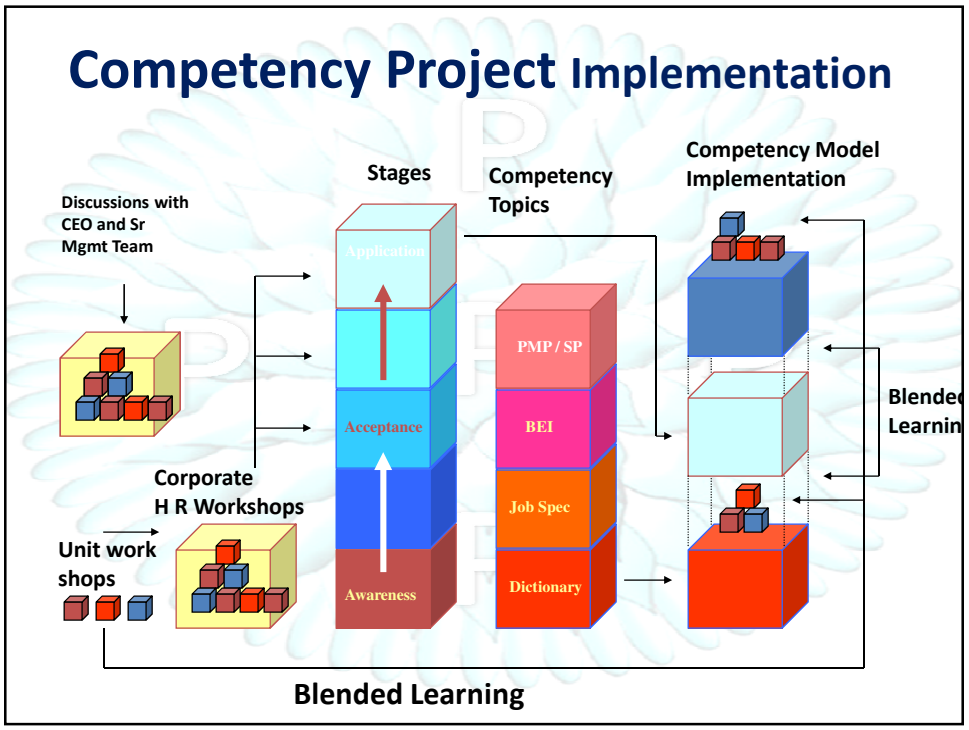
Holistic understanding, Long List, 'too academic', Long and Expensive Methodology, >data Analysis

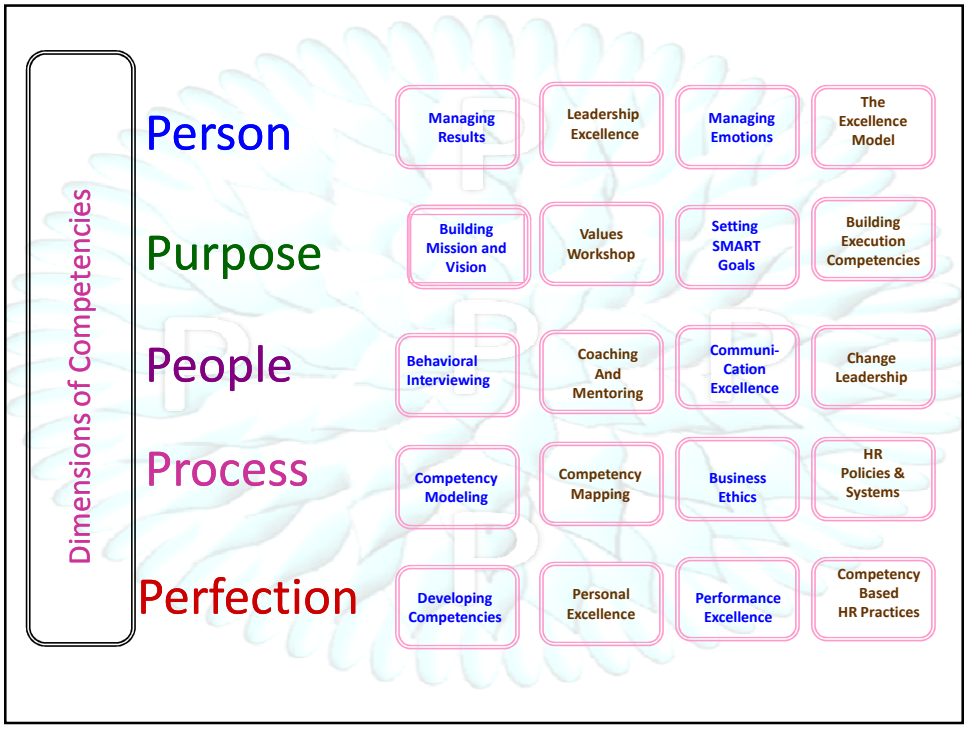
What is the Right Way?

Competency Identification Process




Competency - Business Connection
Business Driving Divisions
Business Model
Operations
Exports
Marketing / Sales
Purchase
HR
Finance
Safety / Qlty
Key Positions
Structure
Competencies
Organization Today
Assessment
Organisation Tomorrow
Developmen
Strategic HR
Recruitment & Selection


Competency Project Implementation
Discussions with CEO and Sr Mgmt Team
Stages
Competency Topics
Competency Model Implementation
Application
Acceptance
Awareness
PMP / SP
BEI
Job Spec
Dictionary
Corporate H R Workshops
Unit work shops
Blende
Learnin
Blended Learning



DDI Research on Leadership Competencies

What's Leadership?

- **Leadership is a matter of character and values**
- **Leadership is developing right personal behaviours, habits, skills and characters**
- **Leadership is about influencing others**
- **Leadership is achieving success**
- **Leadership is about leading followers**
- **Effective leadership is attributes X results**

Most critical leader competencies Across all levels (DDI Research)

- Adaptability.
- Communication.
- Decision Making
- Building a Successful Team
- Managing the Job
- Continuous Learning
- Building Customer Loyalty
- Stress Tolerance
- Building Strategic Working Relationships
- Problem Assessment

Building 'Execution' Competence

THE LEADER'S SEVEN ESSENTIAL BEHAVIOURS

Know your People & Business	Insist on Realism	Set Clear Goals and Priorities	Follow Through	Reward Doers	Expand People's capabilities	Know your self

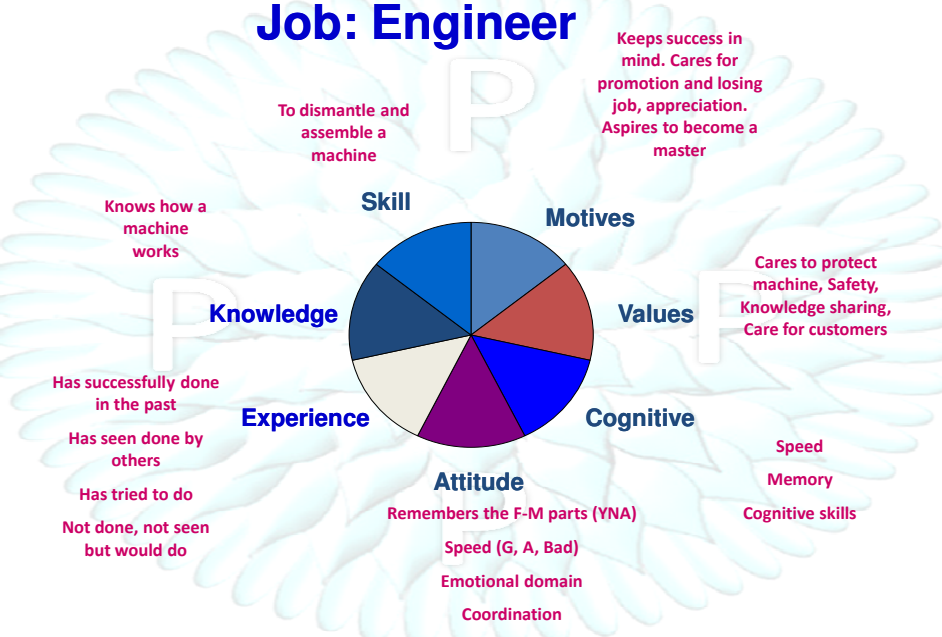
CREATING THE FRAMEWORK FOR CULTURAL CHANGE

Belief – Behaviour-Action-Culture	Link Cultural Change to Business Outcomes	Setup mechanism to change beliefs	Tell people what you are looking for	Guide-coach, set principle based consequences	Demonstrate Accountability	Inculcate Organisational Beliefs

HAVING THE RIGHT PEOPLE IN THE RIGHT PLACE

Great guy in 'A' area need not be Great in B	Overcome psychological comfort factor	commit for right hire & people dev.	Energise. Don't drain People Energy	Be decisive on tough issues	Courage for unvarnished Truth	Select a Doer than Talker

Job: Engineer



Job: Supervisor

Keeps success in mind. Cares for promotion and losing job, appreciation. Aspires to become a master

To get things done in desired manner achieving Quality, Delivery and Cost

Skill

Motives

Knows the threads business and Apparel Technology

Knowledge

Values

Cares to protect machinery, Safety, Knowledge sharing, Care for employees and customers

Has successfully done in the past

Has seen done by others

Has tried to do

Not done, not seen but would do

Experience

Cognitive

Speed

Memory

Cognitive skills

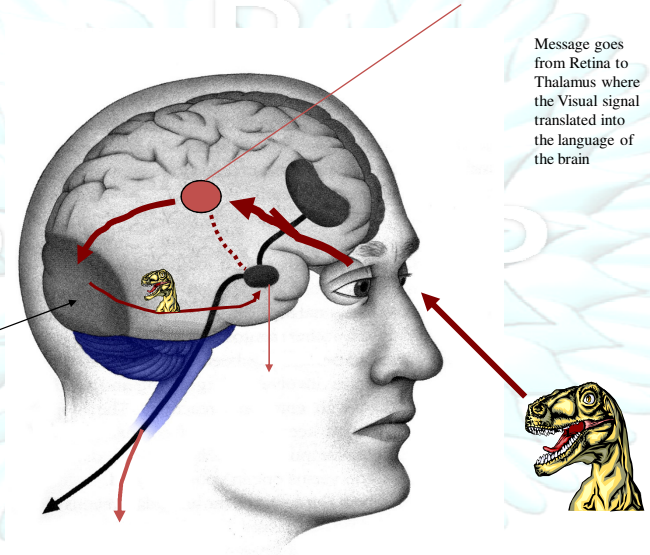
Attitude

Personal rapport with people, Approachability. Manages own emotions and emotions of others. Coordinates to get things done

LeDoux's Research*

Thalamus

Message goes from Retina to Thalamus where the Visual signal translated into the language of the brain



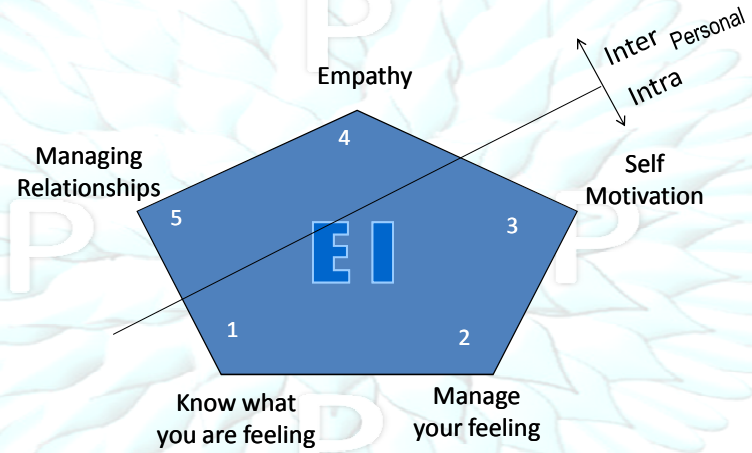
Messages analyzed, assessed for meaning and appropriate response

Visual Cortex

* Neuroscientist, Center for Neural Science at New York

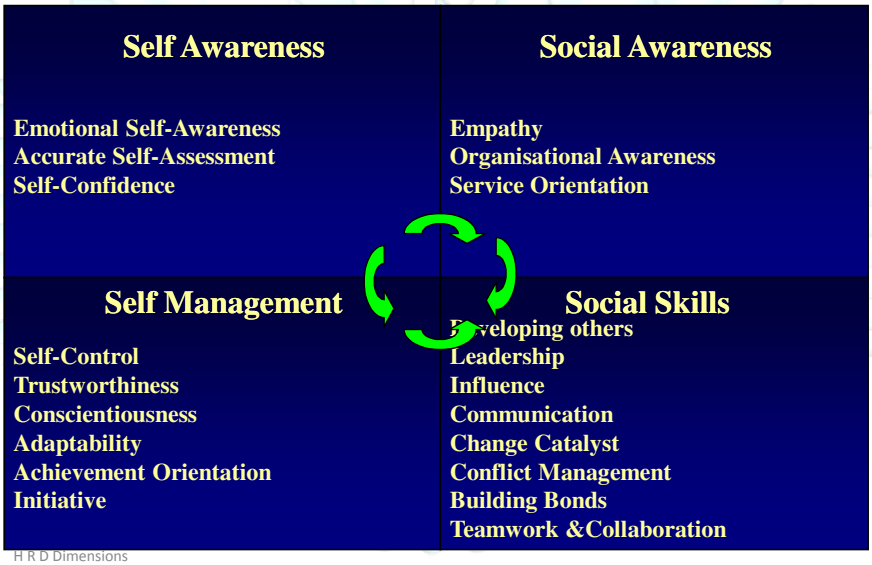
H R D Dimensions

The Five Parts of EI



H R D Dimensions

The Hay EQ Competency Framework



H R D Dimensions

What are Values?

Values are the attitudes about the worth or importance of people, concepts, or things.

Values are the emotions or feelings which underpin human choice or decisions, and also determine the quality and character of the means employed to accomplish those choices

HUMAN VALUES

1	ABANDONMENT OF 'I'	21	GIVING	41	QUIETUDE
2	ABSENCE OF PRIDE	22	GRATITUDE	42	RESPECT FOR OTH
3	ABUNDANT MENTAILITY	23	HARMONY	43	RESPECT TO INDIVI
4	BLISS	24	HUMILITY	44	RIGHTEOUSNESS
5	COMPASSION	25	INTEGRITY	45	SELF CONTROL
6	CONSISTENCY	26	LOVE	46	SELF DISCIPLINE
7	CONSTANT SELF KNOWLED	27	MODESTY	47	SELF KNOWLEDGE
8	CONTENTMENT	28	NOBILITY	48	SELF RESTRAINT
9	COOPERATION	29	NON HATRED	49	SELF SUFFICIENCY
10	COURTESY	30	NON-ATTACHMENT	50	SELFLESSNESS
11	CREATIVITY	31	NON-EGOISM	51	SERVICE
12	DIGNITY	32	NON-VIOLENCE	52	SIMPLICITY
13	DISPASSION	33	OPENNESS	53	STEADINESS
14	ENDURANCE	34	PATIENCE	54	TRUST
15	EQUALITY	35	PEACEFULNESS	55	TRUTHFULNESS
16	EVEN MINDEDNESS	36	PERCPTION OF ULTIMATE	56	UNDERSTANDING
17	EVEN TEMPER	37	POLITENESS	57	UNITY
18	FAIRNESS	38	POSITIVE ATTITUDE	58	UNMALICIOUS TONC
19	FORTITUDE	39	PURIFIED MIND	59	UNPRETENTIOUSNE
20	GENTLENESS	40	QUALITY	60	UPRIGHTNESS

Competency based HRM

Job Profile

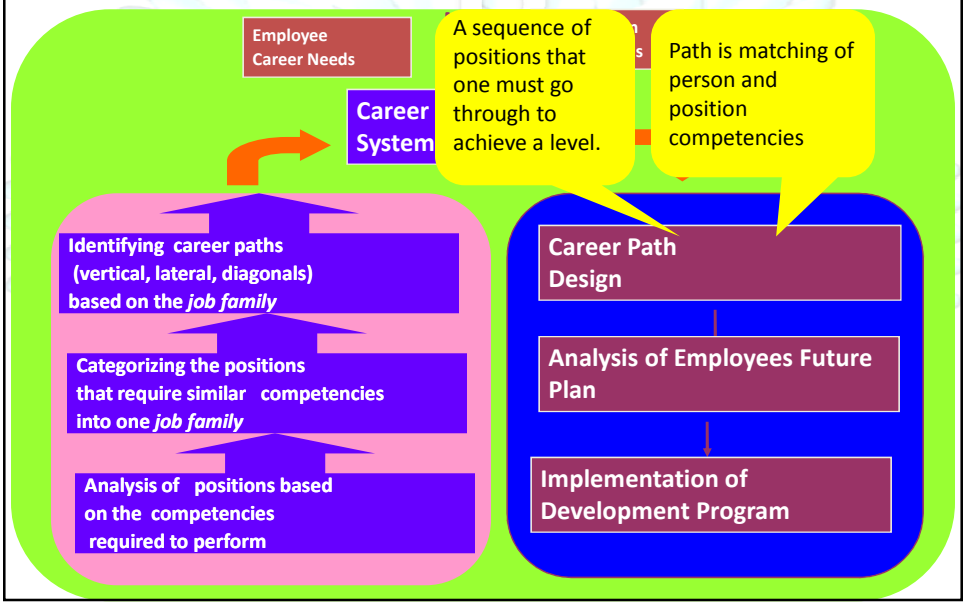
Traditional

Focuses on WHAT has to be done. It states elements of Job and sequences of tasks necessary to perform

Competency Based

Competency Based Job Profile focuses on underlying characteristics of superior performance of 'HOW" people do a job exceedingly well.

Career Planning


Employee Career Needs
Career System
A sequence of positions that one must go through to achieve a level.
Path is matching of person and position competencies
Identifying career paths (vertical, lateral, diagonals) based on the job family
Categorizing the positions that require similar competencies into one job family
Analysis of positions based on the competencies required to perform
Career Path Design
Analysis of Employees Future Plan
Implementation of Development Program

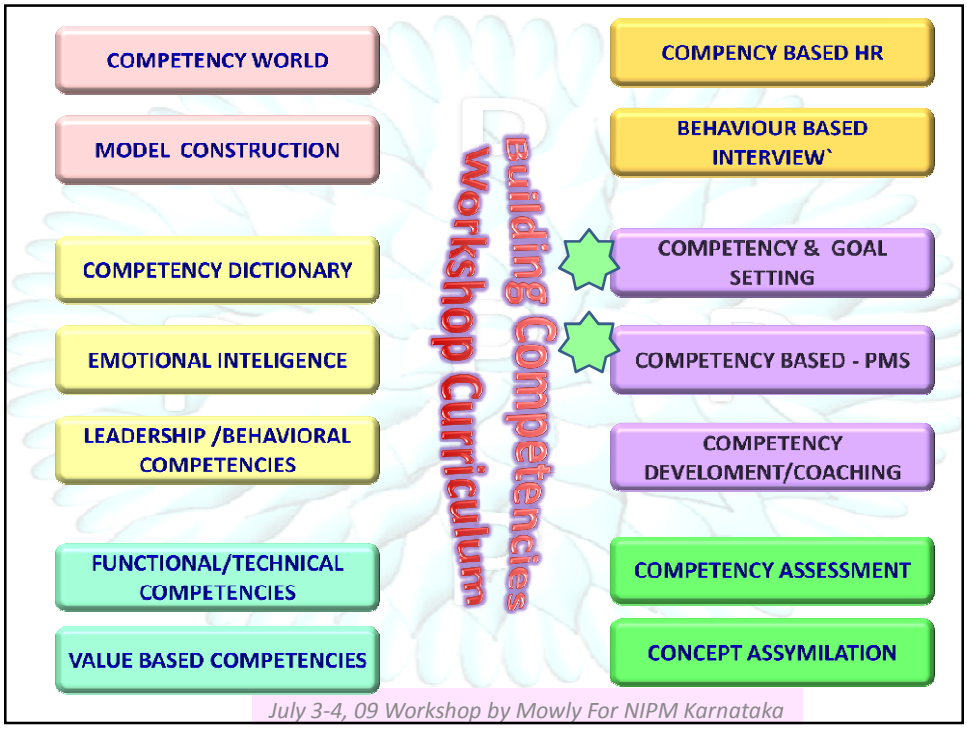
C-based Interview – 'STAR' Method

S What **S**ituation? Where? Why was it?When? Who was involved?

T What was your **T**ask?

A What **A**ction(s)? What steps ? What did you do?

R What **R**esults? What specific outcome for your actions?


COMPETENCY WORLD
MODEL CONSTRUCTION
COMPETENCY DICTIONARY
EMOTIONAL INTELIGENCE
LEADERSHIP /BEHAVIORAL COMPETENCIES
FUNCTIONAL/TECHNICAL COMPETENCIES
VALUE BASED COMPETENCIES
Building Competencies Workshop Curriculum
COMPENCY BASED HR
BEHAVIOUR BASED INTERVIEW`
COMPETENCY & GOAL SETTING
COMPETENCY BASED - PMS
COMPETENCY DEVELOMENT/COACHING
COMPETENCY ASSESSMENT
CONCEPT ASSYMILATION
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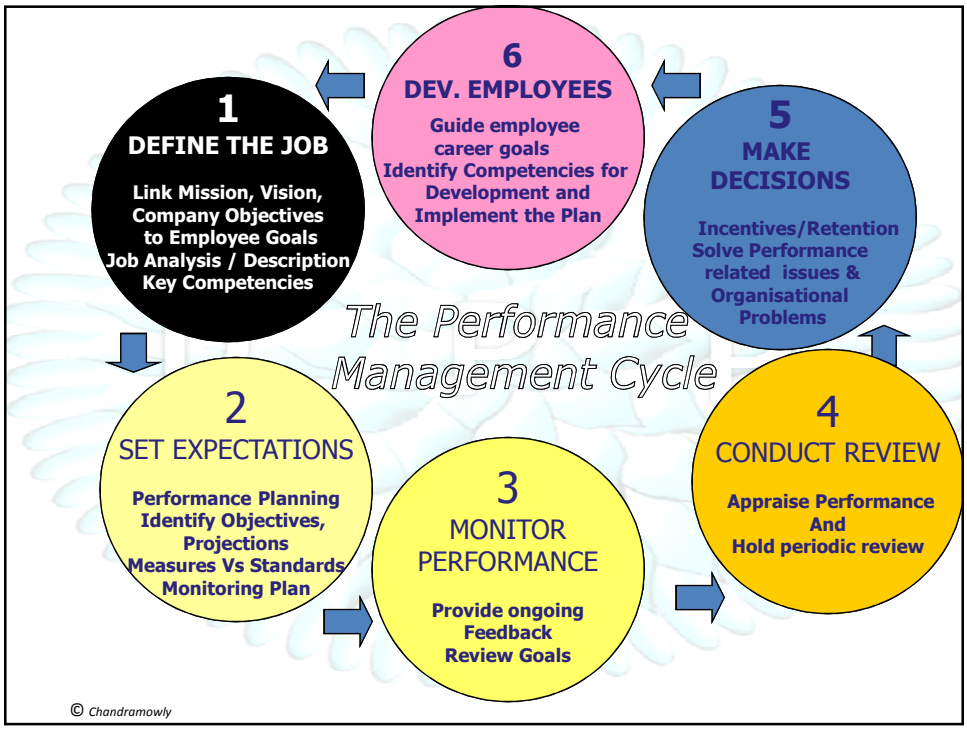
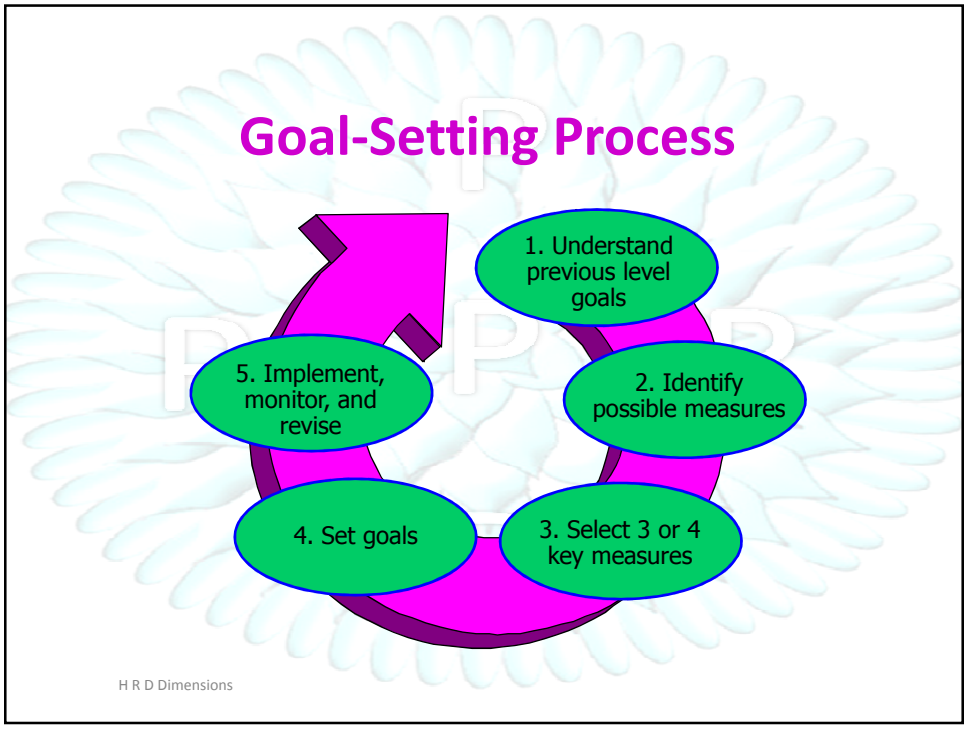
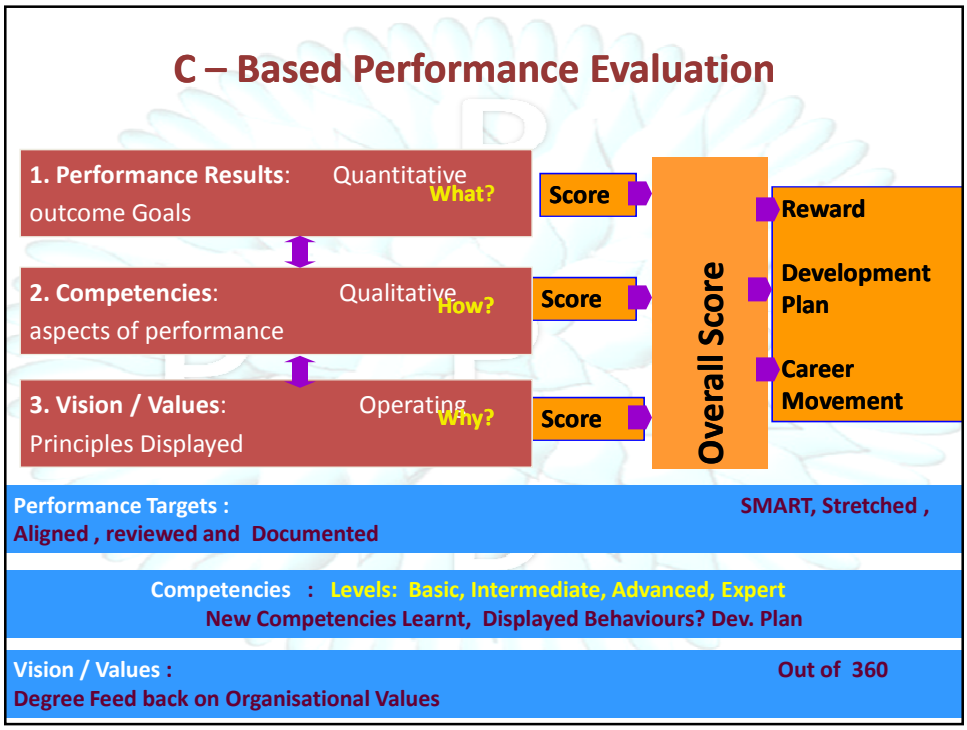
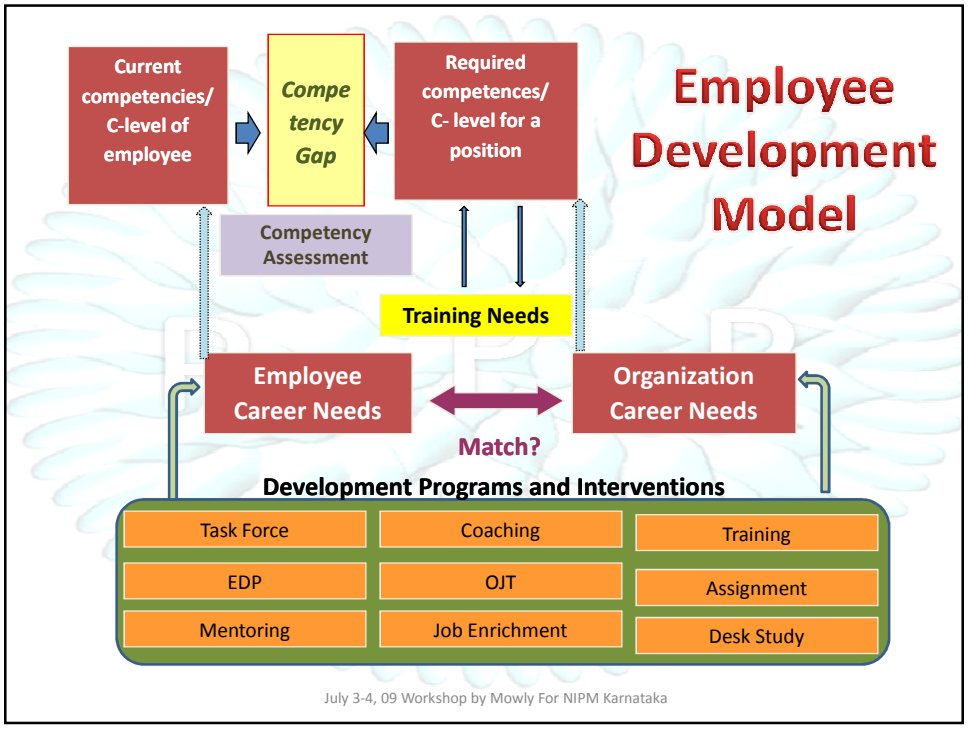

1
DEFINE THE JOB
Link Mission, Vision, Company Objectives to Employee Goals
Job Analysis / Description
Key Competencies
2
SET EXPECTATIONS
Performance Planning
Identify Objectives, Projections
Measures Vs Standards
Monitoring Plan
3
MONITOR PERFORMANCE
Provide ongoing Feedback
Review Goals
4
CONDUCT REVIEW
Appraise Performance And
Hold periodic review
5
MAKE DECISIONS
Incentives/Retention
Solve Performance related issues & Organisational Problems
6
DEV. EMPLOYEES
Guide employee career goals
Identify Competencies for Development and Implement the Plan
The Performance Management Cycle
© Chandramowly


Goal-Setting Process
1. Understand previous level goals
2. Identify possible measures
3. Select 3 or 4 key measures
4. Set goals
5. Implement, monitor, and revise
H R D Dimensions


C – Based Performance Evaluation
1. Performance Results: Quantitative outcome Goals
What?
Score
2. Competencies: Qualitative aspects of performance
How?
Score
3. Vision / Values: Operating Principles Displayed
Why?
Score
Overall Score
Reward
Development Plan
Career Movement
Performance Targets : Aligned , reviewed and Documented
SMART, Stretched ,
Competencies : Levels: Basic, Intermediate, Advanced, Expert
New Competencies Learnt, Displayed Behaviours? Dev. Plan
Vision / Values : Degree Feed back on Organisational Values
Out of 360



Coaching Strategies for Different Behavioral Style

Four Styles of Behavior

Dominance	Steadiness
Influencing	Compliance

Dominance

- They like to control their environment by overcoming opposition to accomplish their desired results
- They are direct, forceful, impatient, and can be extremely demanding
- They enjoy being in charge and getting things done
- When they are negatively motivated, they can be defiant
- They don't like being told what to do
- They are reluctant with tasks that involve dealing with lots of detail
- They would quickly become bored with a routine task

Influencing

- They like to shape the environment by influencing or persuading others to see things their way
- They dislike for handling complex details or working as lone rangers
- They prefer to deal with people rather than things
- They enjoy making a favorable impression, a good motivational environment, and viewing people and environment optimistically
- They will chat with you about anything on their minds
- They motivate their people and love to generate enthusiasm
- When negatively motivated, they can be indiscriminately impulsive

Steadiness

- They like to cooperate with others to carry out a task
- They are team player and prefer dealing with things, one thing at a time
- They are patient, reliable, loyal and resistant to sudden changes in their environment
- They appreciate an orderly step-by-step approach
- They tend to perform in a consistent, predictable manner and prefer a stable, harmonious work environment
- When they get demotivated they can become stubborn or stern, moods usually expressed in the form of passive resistance

Compliance

- They are cautious and demands quality and accuracy
- They appreciate opportunities for thorough, careful planning
- They are critical thinkers who are sticklers for detail
- They prefer to spend time analyzing a situation and like the steadiness, are slow to accept sudden changes
- They like following procedures and standards – preferably their own
- They respond favorably to logical, well-thought-out, planned options
- When they are negatively motivated, they become cynical or overly critical

Competency:
Manage objectives by Aligning Goals and KPIs
Behavioural Descriptors

- Develops strategic and business plans that support the organization's goals.
- Inspires a shared vision and creates a compelling mission for the organization
- Establishes strong relationships with colleagues across the organization

What is this Competency?

Knowledge	Understanding	Skills	Attitude
Product knowledge Client needs & preferences The organization The industry…	That there are choices Biases of clients……..	Critical thinking Evaluation Communication Keeping up…….	Client-centered Proactive Inquisitive Professional Objective Committed Seeks challenges

What do you do that applies to this competency?

Rating:
By Self
By Superior

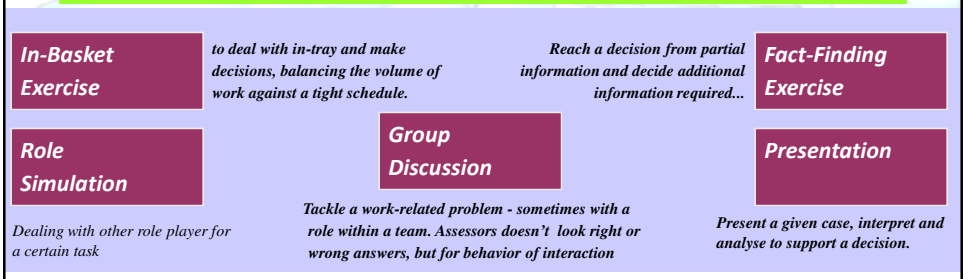
1. - Excels at this - it is one the strengths.
2 - Level of knowledge or ability is adequate, needs to excel.
3 - Level of knowledge or ability is adequate in meeting this.
4 - Need to improve in this.
5 - Has little or no training towards this, and needs it

Records:
Incidents
Instances
Peer rating
360

Competency Assessment

Assessment Center Characteristics:

- A standardized evaluation of behavior based on multiple inputs.
- Multiple trained observers and techniques.
- Judgments on behaviors are made from assessment simulations.
- Judgments are pooled in using statistical integration process


In-Basket Exercise
to deal with in-tray and make decisions, balancing the volume of work against a tight schedule.
Reach a decision from partial information and decide additional information required...
Fact-Finding Exercise
Role Simulation
Group Discussion
Presentation
Dealing with other role player for a certain task
Tackle a work-related problem - sometimes with a role within a team. Assessors doesn't look right or wrong answers, but for behavior of interaction
Present a given case, interpret and analyse to support a decision.